McKinsey & Company

RECONCILIATION ACTION PLAN
INNOVATE

Innovate Working Group

Reconciliation Action Plan

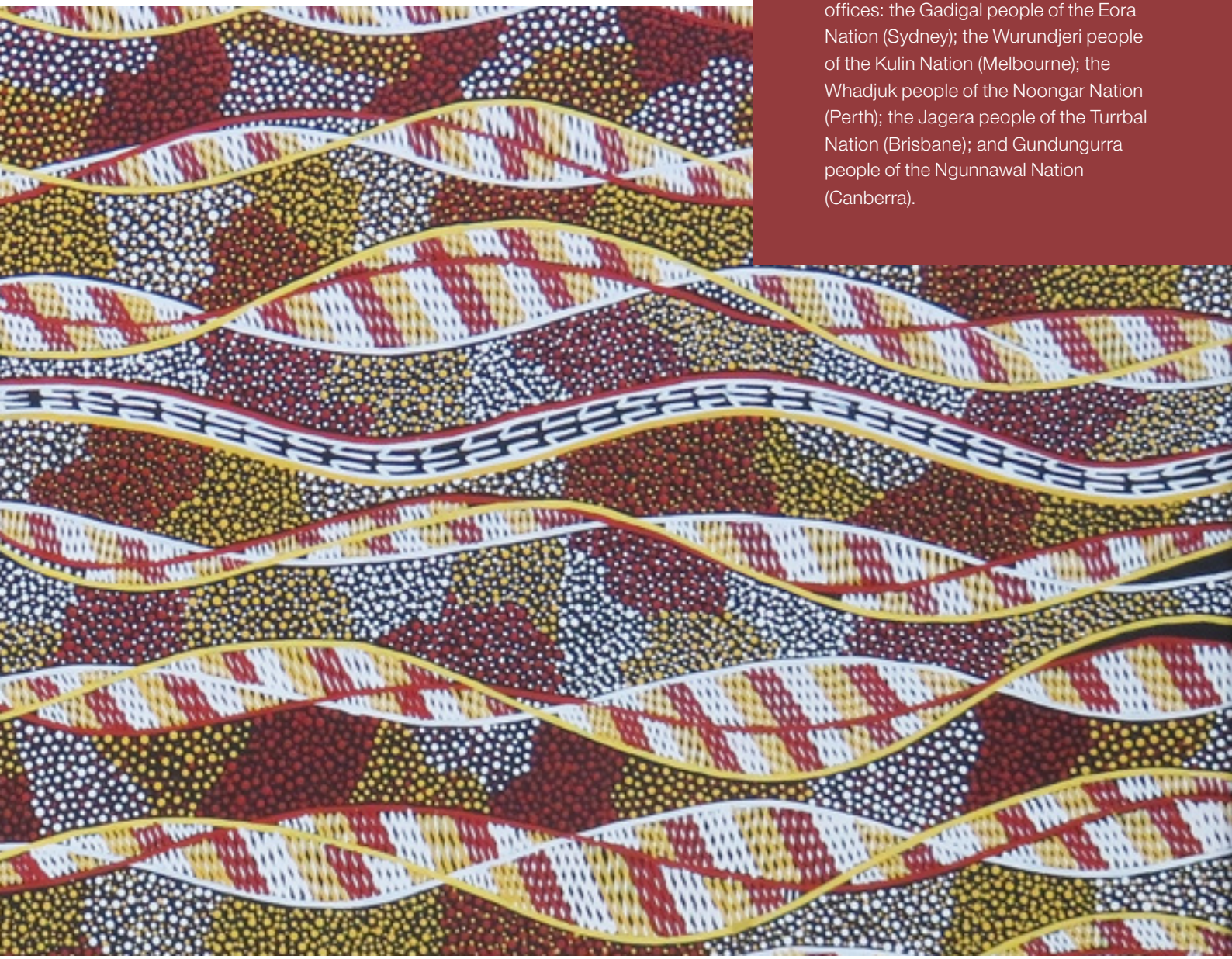
January 2021 – January 2023

About the artist

Peter Weatherill was born in Sydney in 1974 and is a Traditional Custodian of the Murri Warri people, 'the Rain Makers', in north western NSW. Peter also has special connection to the Gamilaraay people and country in northern NSW. Peter has a passion for traditional Aboriginal art and creates his dreaming within his paintings. Peter has held several exhibitions in Canberra and has a painting held in the National Gallery of Australia.

Acknowledgement of Country

We acknowledge all Traditional Custodians across Australia and pay our respects to their Elders past, present and emerging. In particular, we would like to acknowledge the Traditional Custodians of the lands on which McKinsey Australia has its offices: the Gadigal people of the Eora Nation (Sydney); the Wurundjeri people of the Kulin Nation (Melbourne); the Whadjuk people of the Noongar Nation (Perth); the Jagera people of the Turrbal Nation (Brisbane); and Gundungurra people of the Ngunnawal Nation (Canberra).



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Message from McKinsey & Company, Managing Partner, Australia

Our purpose is to help create positive, enduring change in the world. Through our work, our people and our Reconciliation Action Plan (RAP), we continue to represent a public commitment to apply our insights, experiences and relationships to help inform conversations, deliver on opportunities, bring people together and support change for the benefit of Aboriginal and Torres Strait Islander people; indeed, for the benefit of all Australians.

In the pages that follow we share our reflections on our reconciliation progress over the past 2 years and our ambition for the next 2 years.

As we implement these actions and join our clients and other institutions to realise greater support for Aboriginal and Torres Strait Islander communities, we will seek opportunities to do better and to do more. With this in mind, we welcome your ideas, suggestions and contributions.

I would like to thank Reconciliation Australia, local Aboriginal and Torres Strait Islander communities, and our other partners and friends for their continued collaboration and guidance on this important journey.

Angus Dawson
Managing Partner, Australia
McKinsey & Company

Message from Reconciliation Australia

Reconciliation Australia commends McKinsey & Company on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. McKinsey & Company continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that McKinsey & Company will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to McKinsey & Company using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for McKinsey & Company to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, McKinsey & Company will ensure shared and cooperative success in the long term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of McKinsey & Company's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations McKinsey & Company on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

About McKinsey & Company

McKinsey & Company is a global management consulting firm, with a presence in Australia since 1963, made up of 550 employees of which 1 percent identify as Aboriginal and/or Torres Strait Islander as of November 2020. Our vision is to help organisations in Australia achieve their full potential through delivering significant improvement and lasting change.

We work Australia-wide and in New Zealand, with 6 offices located in NSW, VIC, WA, QLD, ACT and AKL, and offer rich opportunities for growth and transformation in the corporate, public, and social sectors. We serve clients at every level of their organisation—from trusted advisor to top management, to hands-on coach for front line employees. We are ambitious for our clients—we want to work with them to achieve their full potential, and more broadly, to help realise economic and social benefits for all citizens.

We see diversity as an advantage in everything we do. Our RAP is our commitment to an inclusive and equitable culture that supports and gives opportunities to Australia's Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation

Our vision for reconciliation is a future where Aboriginal and Torres Strait Islander peoples enjoy education, health and economic outcomes equivalent to those enjoyed across the Australian community—and where all Australians understand, respect and are proud of Aboriginal and Torres Strait Islander histories and cultures across Australia.

We are proud to deliver our vision for reconciliation, which is influenced by our organisation's purpose to deliver change that matters. Our RAP framework has four pillars—Relationships, Respect, and Opportunities, supported by Governance and Reporting dimensions. This is the foundation for our RAP and gives us confidence the commitments we make will be achievable as we continue on our reconciliation journey.

We will make the most progress towards achieving our reconciliation vision through using our core consulting capabilities of solving challenging problems and bringing people together across public, private and social sectors.

We have a deep commitment to seeing our vision come to life and delivering what we have set out to achieve. We do not underestimate the challenge and recognise the value and importance of learning from others and building our connections. Our people are committed and energised by the journey ahead. We are confident through delivering this plan, we can help make a difference for Australia and Aboriginal and Torres Strait Islander peoples.

Gapuwiyak Culture and Arts Aboriginal Corporation with representatives from McKinsey's RAP team. The Corporation is based in Gapuwiyak and comprises local Indigenous small business owners who specialise in creative arts and traditional skills such as basket weaving. The Corporation is passionate about passing their skills on to future generations and expanding their businesses into new markets. Our team provided sessions on introductory microeconomics, business theory, and marketing.

Highlights of our journey

Relationships

In the last 2 years we have built relationships with a number of Aboriginal and Torres Strait Islander organisations and communities, ranging from national non-profits to local Aboriginal and Torres Strait Islander communities in the Northern Territory. These relationships have facilitated opportunities for us to support these organisations and communities in achieving their goals. They have also been critical to deepening our understanding of Aboriginal and Torres Strait Islander peoples and cultures.

Coaching in building skills and exploring ideas for new community businesses with the Gapuwiyak community in Arnhem Land

Our colleagues travelled to the Northern Territory to hear and see firsthand how the people of Gapuwiyak live and provide support. The community now has a new accommodation business that attracts tourists to the community.

Facilitating cross-Tasman collaboration between Aboriginal and Torres Strait Islander businesses

We organised a study tour between Aboriginal and Torres Strait Islander business owners from Australia to New Zealand. The business owners met Maori business owners to learn about applicable practices that could be brought back to Australia.

Participating in Garma 2019

We attended Garma, a forum of Australia's business, political, academic, and opinion leaders to discuss issues facing Aboriginal and Torres Strait Islander Australians.

Respect

Through engagement with local Aboriginal and Torres Strait Islander leaders and communities, and also through cultural awareness training (27 colleagues have completed the training to date in 2020), our colleagues have a strengthened understanding and appreciation of Aboriginal and Torres Strait Islander cultures. Day-to-day, we take opportunities to raise the profile of Aboriginal and Torres Strait Islander cultures in our working environment. We celebrated NAIDOC week 2020 with a virtual breakfast series with four Aboriginal and Torres Strait Islander guest speakers. Each week we share an Aboriginal and Torres Strait Islander word of the week over our internal social channels.

Openly acknowledging the Aboriginal and Torres Strait Islander owners of the land that our offices are built on with plaques and acknowledging the Traditional Owners on which we meet at events.

Opportunities

We are making progress across three fronts to create additional opportunities to build Aboriginal and Torres Strait Islander engagement with McKinsey: vendor partnerships, education and employment opportunities, and mentoring.

Supporting Aboriginal and Torres Strait Islander vendors
Our annual Aboriginal and Torres Strait Islander vendor spend has grown five-fold since 2017. We've procured $350,000 from Aboriginal and Torres Strait Islander suppliers, including office and kitchen services, catering, food and beverage, and education.

McKinsey also supports the 'Raising the Bar' project. McKinsey supported Supply Nation and the Business Council of Australia in facilitating five project workshops. Members that sign up to the program will commit to spending 3 percent (over $3 billion) of annual influenceable spend with Aboriginal and Torres Strait Islander suppliers within 5 years and are on track to achieving this goal.

Providing education and employment opportunities
We have established close connections with the Aboriginal and Torres Strait Islander support groups of over 10 universities. Working with university deans, college admissions officers, existing Aboriginal and Torres Strait Islander students, we have tailored McKinsey's recruiting approach to be more inclusive.

Our Aboriginal and Torres Strait Islander Leadership Scholarship was established in 2017, targeting Aboriginal and Torres Strait Islander university students who seek to build the skills to address some of Australia's toughest problems. Under this program, students are invited to complete a 12-week cadetship with the firm. In addition, we set up an Aboriginal and Torres Strait Islander cadetship through the Smith Family, with two cadets in 2018 and 2019; one of these participants has accepted an offer for a permanent role.

Mentoring and supporting small Aboriginal and Torres Strait Islander businesses

Assisted by our relationships with Supply Nation and First Australians Capital, we facilitated mentoring relationships with four small Aboriginal and Torres Strait Islander businesses, on topics ranging from merger strategy to go-to-market and customer segmentation strategies. We completed over 36 hours of mentoring support to these companies so far, including 20 hours in face-to-face workshops.

We supported First Australians Capital, an organisation that assists in capacity building and funding for Indigenous businesses, to expand the organisation's ability to coach Aboriginal and Torres Strait Islander business owners and fund their companies. We also helped them develop Black Ops, a shared-services function that offers human resources, legal, accounting, finance, and other services that many Indigenous business owners struggle to access.

As part of our efforts to foster diversity and inclusion, our colleagues in Australia have the ongoing opportunity, through cultural awareness training, to learn about Aboriginal and Torres Strait Islander cultures, histories, and personal stories and the challenges that Aboriginal and Torres Strait Islander Australians can face.

Governance and Reporting

Our RAP Working Group is comprised of ~40 colleagues representing a range of consulting and operational roles across our Australian and New Zealand offices. Currently one working group member identifies as a Wiradjuri youth with connections to the Gumbaynggirr community, 2 Senior Partners, 1 AUO Manager, 1 RAP Champion, 1 Financial Specialist, 1 Senior Recruiter, 1 Diversity & Inclusion Manager, 2 External Relations Specialists, 2 Executive Assistants, 3 Experts and 20 consultants. Our RAP Champion, Julian Carrigan, Senior Partner, is our lead ambassador for reconciliation both internally and externally. Having engagement at this level of seniority will ensure reconciliation remains a key priority within the business. Our senior Steering Committee is comprised of six Partners and Operations leaders across our Australian and New Zealand offices, as well as an External Senior Adviser and CEO of Supply Nation, Laura Berry.

This group meets quarterly to review each workstream and discuss other business. Each workstream prepares a summary document to discuss, minutes are taken and distributed. The RAP Working Group is divided into workstreams for each of the RAP pillars. Each workstream follows an established cadence and structure. Five workstream leads have full ownership to drive initiatives with a group of rotating staff. The Senior Steering Committee comprises six senior leaders that guide the RAP Working Group in quarterly meetings.

Our progress towards reconciliation is being shared within our organisation and with Reconciliation Australia.

We are making progress across three fronts to create additional opportunities to build Aboriginal and Torres Strait Islander engagement with McKinsey: vendor partnerships, education and employment opportunities, and mentoring.

Reflections on our journey so far

While we are proud of the impact we've had in our journey towards reconciliation we know our journey still has a long way to go. We still have much to learn about Aboriginal and Torres Strait Islander communities and how we can work together. There are several lessons gained that will help steer our efforts in the coming years:

— Listen more to the voices of Aboriginal and Torres Strait Islander people. Ensure our steering committee and RAP working groups include, and seek a variety of perspectives from, Aboriginal and Torres Strait Islander people

— Continue using our networks to drive large-scale change. We will use our privileged standing in Australia's business community to continue advocating reconciliation, particularly through economic empowerment

— Codify our existing cultural practices into a formal cultural strategy and develop protocols guidance that can be leveraged by all colleagues

— Help our suppliers scale and strengthen capabilities. To help grow these businesses and enable them to work with larger customers, we are committed to providing feedback, offering advice and solving problems together

— Be conscious of conflicting community objectives. One of our first actions was to source our bottled water from Aboriginal and Torres Strait Islander businesses. The scale of this however soon diminished, as we made the conscious decision to reduce plastics consumption as part of our environmental sustainability targets.

There are some practical considerations that we intend to take forward into the next phase of our reconciliation journey:

— Seek out more Aboriginal and Torres Strait Islander people to be part of our RAP working group and steering committee

— Actively embed all RAP activities into standard business processes, including the development and implementation of a cultural protocol to be followed as standard for our internal and external events, and track compliance

— Send out regular newsletters and find better ways to communicate our activities and successes to the office to continue raising awareness, excitement, and commitment to join our reconciliation journey.

Challenges faced with implementing our first RAP

We are a transient organisation with 53 nationalities represented, so bringing everyone up to speed on cultural awareness will remain an ongoing challenge. To address this we need to ensure that cultural protocols are embedded in the way we work so that they become second nature. In this next RAP, we will prioritise the development of a cultural strategy and protocols document that can be shared with all employees as they come into the firm.

Our action plan

Relationships

Building enduring and trust-based relationships with our clients and the communities in which we live and work is at the heart of what we do at McKinsey & Company. We know that it is only through these relationships that we can achieve our aspirations and deliver impact. We know that building relationships relies on understanding and mutual respect.

To achieve our aspirations for reconciliation, it is critical that we continue to build strong, trust-based relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. We commit to doing this through our RAP.

Action	Deliverable	Timeline	Responsibility
1. Continue to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	• Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Continue to implement our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream

Action	Deliverable	Timeline	Responsibility
2. Build and maintain relationships through celebrating National Reconciliation Week (NRW)	• RAP Working Group members to participate in external NRW events	May 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Organise at least one NRW event each year	June 2021, 2022	McKinsey RAP Manager and Cultural Learning workstream
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and add in Newsletter	May 2021, 2022	McKinsey RAP Manager and Cultural Learning workstream
	• Continue to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	Quarterly touch points March, June, September and December 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Register all our NRW events on Reconciliation Australia's NRW website	April 2021, 2022	McKinsey RAP Manager, Governance workstream lead
3. Continue to promote reconciliation both internally and externally through our sphere of influence	• Communicate our commitment to reconciliation publicly	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	March, June, September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	March, September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream

Action	Deliverable	Timeline	Responsibility
	• Develop and implement strategies to engage our staff in cultural learning about reconciliation, and by engaging Aboriginal and Torres Strait Islander leaders into the organisation regularly to discuss the evolving needs of First Australians	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
4. Continue to promote positive race relations through anti-discrimination strategies	• Continue to review our HR policies and procedures to identify existing anti-discrimination provisions, and future needs	September 2021, 2022	McKinsey RAP Coordinator, Employment workstream lead
	• Develop, implement and communicate an anti-discrimination policy for our organisation	September 2022	McKinsey RAP Coordinator, Governance workstream lead
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Continue to educate senior leaders on the effects of racism	June, December 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream

To achieve our aspirations for reconciliation, it is critical that we continue to build strong, trust-based relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Respect

Deep and trust-based relationships with Aboriginal and Torres Strait Islander peoples and organisations are critical if we are to achieve our vision for reconciliation—and mutual respect is at the root of any trust-based relationship.

Building respect for Aboriginal and Torres Strait Islander peoples and their cultures starts with building the understanding of our people.

Through this RAP we commit to building the understanding of our people and driving respect for Aboriginal and Torres Strait Islander peoples and their cultures.

We developed and implemented a cultural learning strategy for all of our Australia-based people with formal and structured on-line and in-person cultural learning. This has been completed by our RAP working group, HR team and many of our engaged colleagues, although we still have some way to go until everyone in our offices has completed the training.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	• Conduct a review of cultural learning needs within our organisation	June 2021, 2022	McKinsey RAP Manager, Cultural Learning workstream lead
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation and review of a cultural learning strategy	September 2021	McKinsey RAP Manager, Cultural Learning workstream lead
	• Implement, review and update our cultural learning strategy of all staff	September 2021	McKinsey RAP Manager, Cultural Learning workstream lead
	• Continue to provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	September 2021, 2022	McKinsey RAP Manager, Governance workstream lead
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	• Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	June 2021, 2022	Director of Reputation and Communications

Action	Deliverable	Timeline	Responsibility
	• Implement, review and update cultural protocols document including protocols for Welcome to Country and Acknowledgement of Country	June 2021	McKinsey Partner sponsor of RAP Cultural Learning workstream
	• Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	March, June, September, December 2021, 2022	Director of External Relations
	• Include cultural protocols in McKinsey induction program with new employees joining the firm	February 2021, 2022	McKinsey AUO Professional Development Manager and Cultural Learning workstream lead
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	July 2021, 2022	McKinsey Recruiting Manager
	• Conduct internal Aboriginal and Torres Strait Islander speaker series in the lead up to NAIDOC Week and open this to all colleagues	June 2021, 2022	McKinsey RAP Manager, Cultural Learning workstream lead
	• RAP Working Group to participate in an external NAIDOC Week event	July 2021, 2022	McKinsey RAP Manager, Cultural Learning workstream lead
	• Continue to promote and encourage participation in external NAIDOC events to all staff	July 2021, 2022	McKinsey RAP Manager, Cultural Learning workstream lead

Opportunities

We aspire for an Australia where Aboriginal and Torres Strait Islander peoples have equitable opportunities in employment, business and life as non-Aboriginal and Torres Strait Islander Australians. This requires both overcoming barriers to access opportunities and the creation of more opportunities.

Through this RAP, we will explore further employment of Aboriginal and Torres Strait Islander peoples and procurement from Aboriginal and Torres Strait Islander business. We will also use our consulting expertise to make a real difference for Aboriginal and Torres Strait Islander peoples and organisations.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	June 2021, 2022	McKinsey Recruiting Manager, sponsor of Employment workstream
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	September 2021, 2022	McKinsey Recruiting Manager, sponsor of Employment workstream
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	September 2021	McKinsey Recruiting Manager, sponsor of Employment workstream
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	September 2021, 2022	McKinsey Recruiting Manager, sponsor of Employment workstream
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	September 2021, 2022	Manager of Recruiting

Action	Deliverable	Timeline	Responsibility
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 3%	December 2022	McKinsey Recruiting Manager, sponsor of Employment workstream
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	• Review and refine Aboriginal and Torres Strait Islander procurement strategy	September 2021, 2022	Director of Finance and Administration
	• Annually maintain and review Supply Nation membership	August 2021, 2022	Director of Finance and Administration
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	September 2021, 2022	Director of Finance and Administration
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	September 2021, 2022	Director of Finance and Administration
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	September 2021, 2022	Director of Finance and Administration

Action	Deliverable	Timeline	Responsibility
3. Develop opportunities fundamental to the way McKinsey works with clients to build knowledge about the Aboriginal and Torres Strait Islander business sector, and work with communities to understand and build capabilities to address inequities	• Engage with internal and external stakeholders to identify and prioritise opportunities to use our core consulting capabilities for the benefit of Aboriginal and Torres Strait Islander communities	September 2021, 2022	McKinsey Partner sponsor of RAP Other Opportunities workstream
	• Conduct at least one high-impact, consulting engagement per year to the benefit of Aboriginal and Torres Strait Islander communities	September 2021, 2022	McKinsey Partner sponsor of RAP Other Opportunities workstream
	• Investigate opportunities to partner with our clients/other organisations to boost the impact of their education-focused projects that benefit Aboriginal and Torres Strait Islander communities	September 2021, 2022	McKinsey Partner sponsor of RAP Other Opportunities workstream
	• Develop learning, cultural and business opportunities for our people to volunteer with Aboriginal and Torres Strait Islander-focused organisations to build better understanding of communities for our colleagues, strengthen relationships with First Nations peoples, and to support First Nations communities with challenges they would like support on	September 2021, 2022	McKinsey Partner sponsor of RAP Other Opportunities workstream

Governance

An important step in our reconciliation journey will be reflecting on our achievements, challenges and learnings. This will inform changes in the way we implement this and subsequent RAPs, and in the way we work towards achieving our vision for reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Maintain our effective RAP Steering Committee to drive and review workstreams and discuss business and opportunities	• Maintain representation on the RWG	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Meet at least four times per year to drive and monitor RAP implementation	March, June, September, December 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
2. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	• Maintain Aboriginal and Torres Strait Islander representation on the RWG	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Establish and apply a Terms of Reference for the RWG	September 2021	McKinsey Partner sponsor of RAP Governance workstream
	• Meet at least four times per year to drive and monitor RAP implementation	March, June, September, December 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
3. Provide appropriate support for effective implementation of RAP commitments	• Define resource needs for RAP implementation	March 2021, 2022	Director of External Relations
	• Engage our senior leaders and other staff in the delivery of RAP commitments	March 2021, 2022	Director of External Relations
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	March 2021, 2022	Director of External Relations
	• Appoint and maintain an internal RAP Champion from senior management	February 2021	Director of External Relations

Action	Deliverable	Timeline	Responsibility
4. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2021, 2022, 2023	McKinsey Partner sponsor of RAP Governance workstream
	• Report RAP progress to all staff and senior leaders quarterly	March, June, September, December 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Publicly report our RAP achievements, challenges and learnings, annually	September 2021, 2022	McKinsey Partner sponsor of RAP Governance workstream
	• Participate in Reconciliation Australia's biennial Workplace RAP Barometer	April 2022	McKinsey AUO Manager
5. Continue our reconciliation journey by developing our next RAP	• Register via Reconciliation Australia's website to begin developing our next RAP	September 2022	McKinsey Partner sponsor of RAP Governance workstream

Reflecting on our achievements, challenges and learnings will inform changes in the way we implement this and subsequent RAPs, and in the way we work towards achieving our vision for reconciliation.

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